PUBLIC SERVICE COMMISSIONER

ANNUAL REPORT 1990

Alberta

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Alberta
LABOUR

Office of the Minister

Also responsible for
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HUMAN RIGHT COMMISSION
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June 1, 1991

Honourable Dr. David Carter
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

I have the honour to submit to you the Annual Report of the Personnel Administration Office for the calendar year ended December 31, 1990.

Yours truly,

ELAINE McCOY, Q.C.
Minister Responsible for
the Personnel Administration Office

Alberta
PERSONNEL ADMINISTRATION
OFFICE

Office of the Pubic Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta Canada T5J 3S8 403/427-8116

June 1, 1991

The Honourable Elaine McCoy, Q.C.
Minister Responsible for the
Personnel Administration Office
Room 103, Legislature Building
EDMONTON, Alberta

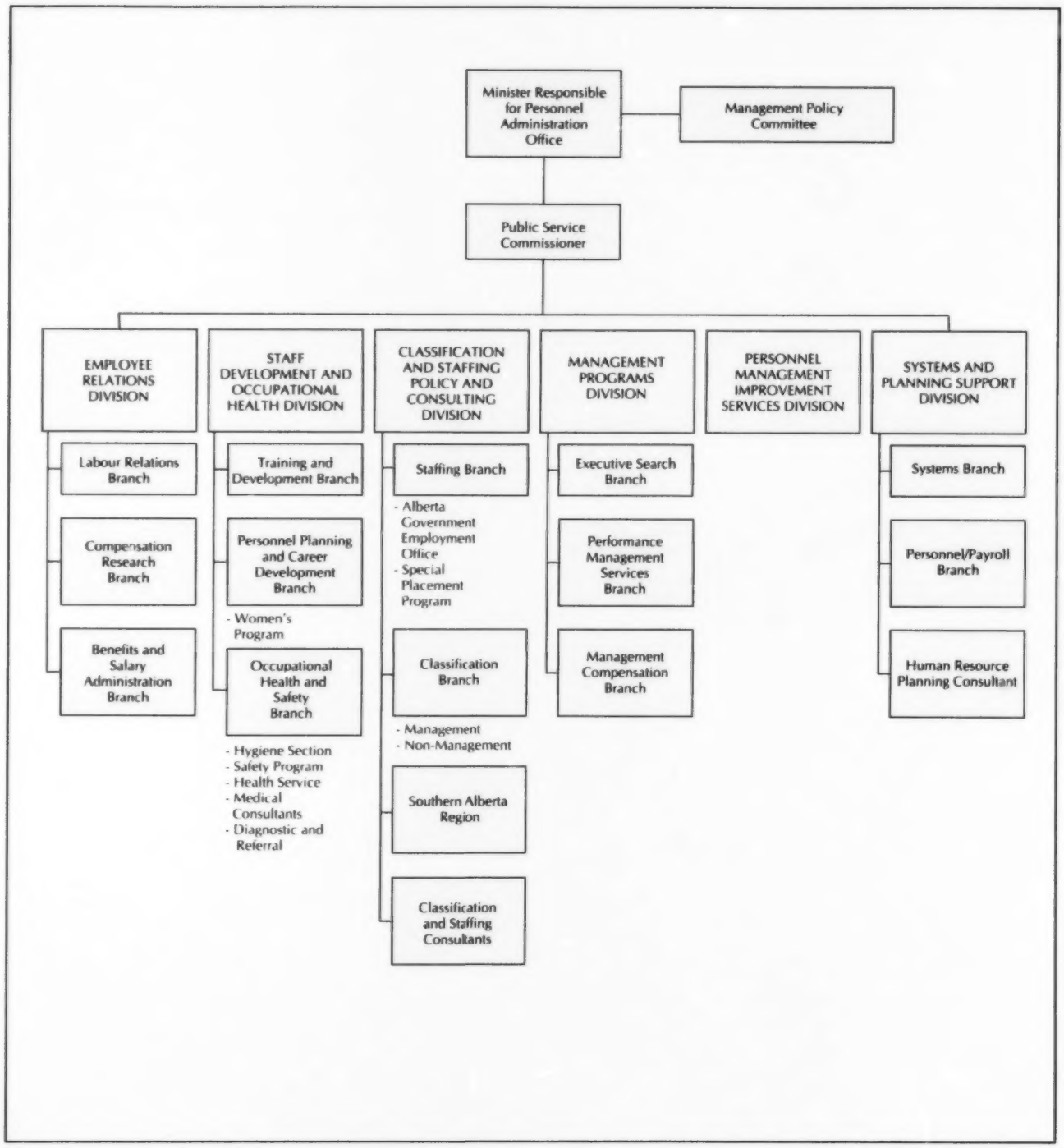
Madam:

I have the privilege to present to you the Annual Report of the Personnel Administration Office, pursuant to the Public Service Act, for the calendar year ended December 31, 1990.

Respectfully submitted,

J.E. DIXON
Public Service Commissioner

Personnel Administration Office Organization Chart as of December 31, 1990



Vision, Mission, Operating Principles and Values

In 1990 the Personnel Administration Office developed a statement of vision for its preferred future direction; a mission to provide clear direction on its organizational purpose; and, operating principles and values to provide a supportive environment for staff to achieve results and attain their personal goals. The Vision, Mission, Operating Principles and Values were introduced to all staff in the Personnel Administration Office and to client departments in fall 1990. Together they form the underlying philosophy for current and future policy and program direction, and for how staff relate internally and with clients.

Functional Statements

The functions of the Public Service Commissioner and each division of the Personnel Administration Office are as follows:

Public Service Commissioner

Provides advice on personnel policy and legislation to the Minister Responsible for the Personnel Administration Office and to the Government of Alberta. Develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

Employee Relations Division

Negotiates and administers collective agreements; develops and administers benefit programs; and, undertakes compensation research.

Management Programs Division

Develops personnel policy alternatives for the management group including those related to the terms and conditions under which they are employed. Provides an executive search service to recruit executives and senior officials. Co-ordinates corporate management development activities including the Executive Management Planning and Development Program, and provides performance management assistance to departments.

Classification and Staffing Policy and Consulting Division

Assists in acquisition and retention of a qualified workforce by providing leadership in developing effective, equitable classification and staffing policies and procedures. Provides effective consultation and program services to departments. Also conducts a program to assist persons with disabilities and those who are disadvantaged to obtain meaningful work experience in the public service.

Staff Development and Occupational Health Division

Provides training and development services to assist departments of the Alberta government to achieve effective development and utilization of their human resources, consistent with the needs of individual employees and the Alberta Public Service. Coordinates initiatives for female employees under the Alberta Plan for Action for Women and provides career development services to departments through a series of career planning programs. Coordinates an occupational health and safety program across the public service, aimed at protecting and maintaining the health of employees.

Systems and Planning Support Division

Develops and maintains cross-government and internal human resource management information systems. Consults with and assists departments on human resource planning activities. Provides personnel/payroll services for employees of the Personnel Administration Office. May also undertake projects related to finance and administration needs or program development activities.

Personnel Management Improvement Services Division

Conducts an integrated and comprehensive review of personnel programs and services to ensure they are effective throughout government.

Employee Relations Division

Labour Relations

Collective bargaining with the Alberta Union of Provincial Employees (A.U.P.E.) for the Master and 12 Subsidiary Agreements began in January 1990. Over the course of the year negotiations for the Master and 10 of the subsidiary agreements were successfully concluded. By year's end a tentative agreement was also signed with an eleventh subsidiary. A twelfth subsidiary failed to reach an agreement and applied for arbitration. Ten of the agreements call generally for increases of five percent effective April 1, 1990 and five percent effective April 1, 1991. The Subsidiary #10 (Medical and Rehabilitative Services) increases brought general service rates up to those of the hospital industry.

Collective Bargaining

Formal negotiations began on January 30, 1990. A new Master Agreement was concluded on April 28, 1990. The new agreement covers the period April 1, 1990 to March 31, 1992, and includes provisions for the addition of the Family Day holiday; more flexible provisions for special leave for family illness and bereavement leave; the addition of a sixth week of vacation after 25 years of service; a reduction in the qualification period for five weeks of vacation from 18 years to 16 years of service; and, more flexible rules on the attainment of benefits by wage employees.

Negotiations in 1990 generally were conducted in a constructive manner except for illegal strikes by two subsidiaries. Correctional Services employees and Social Services employees took job action. The former strike lasted eight days and the latter 21 days.

Memoranda of agreement were reached with 11 subsidiaries in 1990. Ten of these were ratified during 1990, with the ratification vote on the eleventh expected early in 1991. A twelfth subsidiary failed to reach agreement and applied for arbitration pursuant to the Public Service Employee Relations Act. The general framework of settlement for all subsidiaries, except Subsidiary #10, granted a five percent general increase in 1990-91 and an additional five percent general increase in 1991-92. Subsidiary #10 (Medical and Rehabilitative Services) settled for eight percent effective April 1, 1990; five percent effective November 1, 1990; three percent effective April 1, 1991; and a final three percent effective November 1, 1991; and, grade adjustments that would bring the general service employees up to the rates paid in the hospital industry.

The Labour Relations Branch also assisted the Alberta Research Council, the Alberta Alcohol and Drug Abuse Commission, and the Alberta Mortgage and Housing Corporation in their negotiations for 1990. These settlements followed the five percent in the first year and five percent in the second year pattern established by the general service.

Consulting Services

Providing effective labour relations advice and assistance to departments continued to be the main function of the Consulting Services Section. As the primary contact for departments in labour relations matters, the section responded to requests for contract interpretation and assistance in problem resolution. It also provided support and expertise to the other sections of the Labour Relations Branch by assisting in collective bargaining, grievance adjudication, training, and, compensation research.

The section provided labour relations seminars to the personnel community in Edmonton and Calgary to present updated information and encourage discussion on current labour relations issues. Topics of discussion included long term disability benefit administration; medical board policy changes; topical contract interpretations; and, bargaining unit exclusion issues. Departments were updated on recent grievance adjudication decisions, exclusion decisions and the collective bargaining process.

The interpretation manual provided to the personnel community was updated to reflect changes to the Master Agreement effective July 1990.

The section met with the A.U.P.E. on a regular basis to foster discussion and resolution of labour relations problems.

Training

The objective of the 1990 program was to provide line managers and supervisors with an appreciation of the employee relations aspects of human resource management.

Apart from regular course offerings, in-house programs were provided to the departments of Solicitor General, Municipal Affairs, and, Career Development and Employment.

A new program, The Investigative Interview, was piloted in the spring for personnel administrators. It will be offered to line managers during 1991.

Information is being gathered for a program on The Role of the Designated Officer in the Grievance Process.

Adjudications

During 1990 there were 706 new grievances filed at various stages of the grievance process. With 128 unresolved grievances carried over from previous years, the total number of grievances processed in 1990 was 834, as compared with 839 in 1989. A total of 227 grievances remain unresolved at year end.

During the year 39 hearings were scheduled before adjudication boards to deal with 232 individual grievances (some hearings involved 'group' grievances). These boards have issued 11 awards and five more are pending. The remaining issues were adjourned, settled or withdrawn.

The total number of adjudication awards received in 1990 was 16 (five decisions involved cases heard in the previous year). Of these 16 awards, five were denied, eight were allowed, and in three cases the outcome either did not clearly favour either party, or dealt with a jurisdictional issue.

During 1990 the A.U.P.E. continued to challenge the existing boundaries of its jurisdiction as bargaining agent. This resulted in a number of applications by the A.U.P.E. to the Public Service Employee Relations Board for determination of status of individuals and groups of employees. A number of these challenges affected individuals assigned to the Management Classification Plan and on fee-for-service contracts.

During 1990 Adjudication Section staff in concert with the A.U.P.E. conducted a review of excluded support staff employed in the personnel sections of the departments. Relying on exclusion criteria established by the board in its 'test cases' decision, the parties were able to conclude exclusion agreements on behalf of most of the departments. The remaining departments will be reviewed early in 1991.

Compensation Research

The major focus of the section throughout 1990 centered around providing assistance to the Negotiations Section during collective bargaining. This included conducting research on salaries; benefits and working conditions; costing of proposals; and, participating on the employer's subsidiary bargaining teams.

In preparation for collective bargaining and this year's management pay review, the section surveyed approximately 70 public and private sector employers. This included a visit to each employer to confirm job matches and to verify compensation data.

The section conducted a survey of government departments, major Alberta public sector employers and provincial governments to ascertain their remuneration policies and rates of pay for part-time committee work.

The section also conducted a special compensation survey for the Alberta Planning Board. This survey included 15 Alberta public and private sector firms.

In the field of micro-computer applications, the section developed several in-house training programs, compiled an historical data base of salary rates for each classification, and assisted in the development of a program designed to track grievance and exclusion data.

The section provided recommendations on departmental requests for increased remuneration for members of part-time committees; responded to public and private sector compensation surveys and inquiries; and, conducted external pay research in support of class series reviews.

Benefits and Salary Administration

The Benefits and Salary Administration Branch coordinates the administration of group employee benefit plans affecting all government employees and handles the benefits of some 1,300 pensioners who retired under the government's Early Retirement Incentive Program in 1987-88. The branch provides consultative services to government departments on non-management salary administration and the application of terms and conditions of employment.

The branch implemented and assumed the administrative responsibility for the new Employee Funded Leave Program which commenced April 1, 1990. This program allows an employee, with the approval of the employing

department, to regularly set aside a portion of his or her monthly salary over a period of one to six years, to fund a future leave of absence of from six to 12 months to pursue further studies or other personal interests. At the end of 1990, 100 employees were participating in the salary deferral phase of the program.

During 1990 the branch initiated a two-month open enrolment period to give the approximately 475 employees with only $4,000 coverage, or no group life insurance at all, an opportunity to obtain coverage without medical proof of insurability. A total of 238 or 50 percent of eligible employees selected the available basic group life insurance coverage. Also, employees who did not have dependents' life insurance coverage were given an opportunity to enrol. Participation in this coverage increased during the open enrolment period from 13,600 to 19,790 employees, an increase of 45 percent.

Through collective bargaining the branch was instrumental in initiating a change to ensure continued benefit coverage for employees on maternity leave and leave of absence without pay, while providing for the usual employer/employee premium sharing. A review of the travel and relocation expenses, rates and allowances was conducted by the branch which, following a consultative process, resulted in changes to the various rates and allowances.

Group Life Insurance Plans

Group Life Insurance Plans providing basic life; accidental death and dismemberment (AD & D); dependents' life; and, paid-up life insurance for retirees are provided through separate plans for employees in the bargaining unit and management, including other excluded employees. The plan for management and excluded employees also provides employee-paid optional life insurance.
The claim experience during the plan year ending March 31, 1990 is as follows:

	Group Life Insurance Plan	
	Bargaining Unit	Management and Excluded
A. Basic Group Life Insurance		
Deaths	55	10
Average Claim	$ 65,709	$ 119,700
B. Accidental Death and Dismemberment		
Claims	6	1
Average Claim	$ 92,500	$ 150,000
C. Dependents' Life Insurance		
Deaths	25	8
Total Claims Paid	$ 154,000	$ 44,000
D. Retiree's Life Insurance		
Deaths	83	17
E. Optional Life Insurance		
Claims	n/a	5
Average Claim	n/a	$ 103,400

Travel - Occupational Accident Insurance Plan

Wage employees and other employees not covered by the Group Life Insurance Plan are covered by this plan. The plan provides benefits in the event accidents causing death or dismemberment occur while employees are performing their duties, including travelling on government business. The principle amount of insurance is equal to four times the employee's salary to the maximum of $125,000. During 1990 two accidental deaths occurred resulting in total claims payments of $154,000.

Dental Plans

The dental plans covering bargaining unit employees and the plan for management and other excluded employees are totally funded by the employer. An optional dental plan, totally employee paid, is available to management and excluded employees. The plans provide coverage on a co-insured basis for basic, major and orthodontic dental procedures for the employee, his or her spouse, and the employee's dependent children. During 1990 the plans paid dental benefits of $8,816,800 under the bargaining unit employees' plan and $3,462,900, including the optional plan for the management and excluded employee group.

Extended Medical Benefits Plan

This plan is available to any salaried employee who has enrolled, and the premiums are shared equally by the employer and the employee. Early retirees may also participate up to age 65. Prescription drugs and other medical services not provided by Alberta Health Care are covered for the employee/retiree, his or her spouse and dependent children. Total benefits paid from the plan during the benefit year ending June 30, 1990 were $6,814,000.

Long Term Disability Plans

These plans provide for the continuation of a significant portion of a covered employee's salary while he or she is medically disabled for a long-term period. Both the plan for bargaining unit employees and the plan covering management and excluded employees provide benefits of 70 percent of the employee's salary, up to specified maximums, during the period of disability. Employees in the bargaining unit plan equally share the contribution costs with the employer.

A total of 706 employees were receiving benefits from the plans at March 31, 1990; a net increase of 58 employees from the same date last year. A total of 297 employees came off benefits during the 1989-90 benefit year. The plans paid $9,712,900 over the 12 month period ending March 31, 1990.

Management Programs Division

The responsibilities of the Management Programs Division focus on the effective utilization and development of the Alberta government's management group.

In 1990, one of the division's main priorities was to ensure greater executive and managerial mobility and a more representative executive management group. A merit pay policy for managers was established. Committee participation brought recommendations to simplify policy and streamline personnel administrative processes, and to recommend on personnel community development. The division continued to coordinate the eight-month Personnel Administration Training Program, expanded to include a private sector placement for each of the six participants.

The division continued its emphasis on consultation and training in the design, evaluation and operation of performance management systems. In 1990, the division lead a review of management performance appraisal systems and practices as well as worked towards the development of a comprehensive human resource strategy for the Alberta personnel community.

Executive Search

The Executive Search Branch provides a professional, specialized consulting service to senior officials, managers and personnel directors in the recruitment and selection of executives for senior government positions. The branch assists those departments and agencies that fall under the Public Service Act in the staffing of Executive Manager I and Executive Manager II positions. The branch, on request, provides assistance in the staffing of senior official level positions.

The branch handled a total of 23 competitions in 1990 (two were carried over from 1989). Two of these competitions were still in progress at year end and two were cancelled because of organizational changes. Ten of these competitions were advertised as open to all interested candidates, eight were limited to government employees only and four were limited to departmental employees. One was cancelled prior to advertising.

Thirteen of these competitions were for the Executive Manager I level and six were at the Executive Manager II level. The branch assisted in the staffing of four senior official positions. Of the 19 positions staffed at year end, 17 were filled by internal candidates.

Thirty positions were exempted from competition in 1990. Of these, 12 were lateral transfers, 17 represented promotional opportunities and one facilitated a developmental assignment.

Executive Search took an active role in the committee responsible for developing a Mentoring Program for senior manager women, designed to assist women in obtaining senior and executive level positions. The branch reviewed its processes and systems to ensure there are no systemic barriers to minority groups. The branch continues to concentrate on ensuring that candidates from under-represented groups are given full consideration in the competition process.

Consultative services were provided to departments in the selection of external executive search consultants for specific departmental search assignments. Assistance was provided to the Performance Management Services Branch in identifying candidates for developmental assignments for executive manager and senior manager positions.

Performance Management Services

The branch provides policy development and advisory services to departments in establishing and maintaining effective performance management practices and co-ordinates management planning and development programs.

In 1990, the branch sought to improve management performance appraisal systems and practices in conjunction with departments. A performance management training program for managers and supervisors was successfully piloted and is offered to departments on a regular basis. In addition, the course guide was provided to departments for in-house program delivery. Amendments to management compensation policies have given departments greater flexibility to administer performance pay and a revised performance rating system has been proposed. Branch staff consulted with each department on policy development and arranged meetings of departmental appraisal co-ordinators to share information on performance management initiatives.

The branch provided advisory services to departments on staff relations, discipline, severance agreements, position abolishment, and, downsizing related to management and

opted out and excluded employees. A staff relations course for senior line managers was conducted in October 1990. The branch advised on matters pertaining to the Code of Conduct and Ethics for the Alberta Public Service and maintained its ongoing review of conflict of interest rules in Canadian jurisdictions. The recommendations of Alberta's Conflict of Interest Review Panel which pertained to senior public servants were examined.

The branch continued to co-ordinate management career development and mobility programs including the Western Career Assignment Program, National Defence College and the Alberta Interchange programs. An increasing emphasis was given to the exchange of managers between the private sector and the Alberta government. To this end, an Alberta Interchange Advisory Committee of deputy ministers and senior executives from Alberta's private sector was established, with an inaugural meeting in November 1990 to make recommendations to enhance opportunities for government/business employee exchanges. The branch provided support to a task force of senior Personnel Administration Office managers established to recommend on the integration of Personnel Administration Office management development initiatives and on a management development strategy for the Alberta Public Service. To support management personnel planning, a profile of trends and changes in the composition of the management group was prepared in conjunction with Systems and Planning Support Division.

To enhance management communications, the branch co-ordinated publication of a quarterly magazine titled CONNEXUS, distributed directly to all managers at their offices. The first issue was published in October 1990.

Management Compensation

This branch provides on-going assistance to departments on the administration of compensation and benefit programs for Alberta government managers, senior officials, physicians, and, contract employees. This support includes interpretation of regulations and guidelines affecting these employee groups and those on international assignments. The branch continued to work on projects affecting senior officials and other ministerial support staff, such as the computerization of the senior officials salary system and the compensation review for senior officials and executive managers.

Cabinet approved an annual performance pay policy for management employees, giving deputy ministers flexibility to adjust individual salaries within a merit budget. Deputy ministers were also given authority to use a portion of the performance budget for a lump-sum productivity bonus. In addition, Cabinet approved a five percent adjustment to salary ranges for the management group, again with deputy minister discretion to establish individual salary adjustments.

Towards the latter part of the year, the branch started the groundwork to implement the delegation of contract administration to departments in early 1991.

The year 1990 saw the enhancement of health care coverage and benefits for internationally posted employees. They are ensured immediate attention if a medical emergency arises and transportation back to Canada for continued treatment when long-term hospitalization of the employee or dependents is required.

Classification and Staffing Policy and Consulting Division

The Classification and Staffing Policy and Consulting Division ensures sound and equitable classification plans and staffing practices. It provides leadership in policy development, consultation and program services in support of maintaining a qualified workforce.

The year 1990 saw further delegation of management classification. Also, the departmental usage of the APIX Staffing component computer system increased to a 92 percent level of staffing actions processed on the automated system.

Classification Branch

The Classification Branch provides consultative services to departments in their application of the management and non-management plans. The branch maintains the classification plans; maintains and updates information reporting systems to assess the impact of delegated classification activity on the management and non-management classification plans; and, allocates executive management positions, key positions, holding positions and some central support positions.

Classification Consulting Services

During 1990, management classification delegation agreements were signed with the two remaining departments and further delegation for the classification of central support managers commenced. In July, allocation authority for central support finance managers was delegated to departments. Preparations were underway to delegate central support systems and general administration managers.

Classification consultants provided advice and service to departments including: allocating executive manager, key and holding positions; providing advice on class usage; reviewing delegated management decisions; providing statistical information in quarterly and annual reports; making recommendations on complex allocations; providing support to departments for classification appeals; developing and delivering training; identifying comparison positions; and, responding to special requests.

Classification Standards

The Classification Standards Section plans, organizes and manages the completion of class series reviews in consultation with departments; develops and revises policies, regulations and procedures; reviews the usage of classes and class series; and, maintains the class specifications, benchmark positions and management allocation manuals.

During 1990, major initiatives included completing new or revised specifications for nine classes. Seven classes have been deleted from the classification plan. The Classification Standards Section further examined the concept of broadbanding by developing criteria and developing a proposed structure for some of the classes.

Assistance was given to departments in assessing the feasibility and, where appropriate, developing draft class specifications for 31 class series.

Classification Systems

The Classification Systems Section evaluates trends in job evaluation and develops recommendations for the modification to the classification plans. The section develops classification monitoring strategies and reports on the classification activities/usage in client departments. Classification training is co-ordinated and conducted by the section.

In 1990, a working committee composed of department and Personnel Administration Office representatives was appointed to develop the components, standards and methodology for the classification monitoring program. An implementation plan will be developed in 1991.

A survey of other provincial jurisdictions determined the type of job evaluation systems used for both management and non-management positions. The results showed an increasing use of point rating systems of job evaluation. Information was compiled on different job evaluation systems including the use of computer-assisted job evaluation.

Training in management and non-management classification processes was provided to personnel practitioners and line managers. Job description writing sessions were presented to supervisors and line managers. Three non-management classification courses were presented to 68 participants. Two management

classification courses were presented to 37 participants and two position description writing courses were presented to 42 participants. Special presentations were made to more than 30 managers.

Classification Appeals

Classification appeal activity in 1990 increased considerably over 1989. The majority of the increase was due to the Administrative Support series review.

To facilitate implementation of the new Administrative Support class series involving approximately 10,000 positions, two informal review committees (north and south) were formed. They were composed of administrative support peers and personnel practitioners. These committees reviewed and made recommendations on initial allocations to this series that were in dispute between the incumbents and departments. During 1990 the committees reviewed 259 allocations and, of these, they recommended classification changes to 55 positions. One position was carried to 1991.

Staffing Branch

The Staffing Branch is responsible for recruitment and selection programs and staffing activities in the Alberta Public Service. The branch assists departments in the administration of staff redeployment and position abolishment. The branch also conducts a program to assist disadvantaged citizens of Alberta in obtaining meaningful work experience in the public service.

Much of the staffing activity in 1990 related to redeployment and downsizing initiatives as departments attempted to deal with program changes and decreased budgets. In 1990, a total of 1,921 competitions were conducted within the public service, a decrease of 492 or 20 percent from 1989. A total of 74,904 applications were processed, down from 85,640 in 1989, a decrease of 12.5 percent.

The branch continued to deal with downsizing and coordinating placement of employees affected by position abolishment into available positions within Alberta government departments. The 1990 position reductions resulted in 74 employees served position abolishment notices. At calendar year end, 24 of these employees had been placed in permanent positions; 21 had resigned, retired or refused offers of employment; 13 had their rights for referral to existing vacancies expire; and, 16 retained their rights for referral to available positions. Statistics for position abolishment were up from last year when 18 employees were served position abolishment notices.

Training

Personnel from the Staffing Branch presented recruitment and selection training modules focusing on legislation and interviewing skills to 64 participants from the personnel community. Sessions to update personnel involved in the position abolishment process were provided for 45 participants. Advice and support was provided to departments in developing proposals to increase the level of involvement of line managers in staffing. Staff participated in the training sessions for public service managers on the Introduction to Central Agencies program. To further enhance the validity and success of the selection interview practices, the Staffing Branch sponsored a workshop on behavioural interviewing techniques which was targeted at experienced staffers within the personnel community. Seventeen departments participated in this one-day workshop.

Enhancements

As part of its responsibility for staffing activities in the Alberta Public Service, the Staffing Branch is responsible for the review and improvement of staffing methods and practices, with a major goal to simplify and streamline the staffing process.

Improvements were made in several areas over the course of 1990. The new assessment guide format, introduced in late 1989 as a time-saving innovation, took hold within the staffing community as the most widely-preferred approach to selection documentation. A pilot project for departments to retain their own competition files was set up with the departments of the Attorney General, Auditor General, Agriculture and Transportation and Utilities. In the area of recruitment advertising, new processes were introduced resulting in shortened advertising deadlines of two full working days.

During 1990, departmental usage of the APIX Staffing component computer system moved up from 40 percent to 92 percent of staffing actions processed and the number of departments participating in APIX Staffing increased from 14 to 26. The branch's implementation team presented 72 on-site training sessions on APIX Staffing. The branch continued to issue newsletters and

provide briefings to keep all users informed of the progress towards APIX implementation.

A joint department/Personnel Administration Office committee was formed in July to establish operating principles for the staffing program. The principles will deal with policy questions relating to scope of competitions and the delegation of further staffing authority to departments. A draft of the Staffing Operating Principles was completed. Comments received from the major stakeholders are being incorporated before finalizing the principles for distribution.

A second joint committee of department and Personnel Administration Office representatives was formed to outline the components of the staffing program to be included in a monitoring program. The recommendations made by this committee will be forwarded to the Personnel Administration Office Task Force on Monitoring, Reporting and Standards, examining the question of monitoring from a central agency viewpoint.

Focus continued around assisting departments and attracting well-qualified candidates to hard-to-recruit positions through the selection of media advertising and the development of an overall recruitment strategy. Meetings were held at various times throughout the year with Canada Employment and Immigration to facilitate hiring of out-of-country specialists for hard-to-recruit positions.

Special Placement

The special placement program assists individuals who require specialized help to obtain work by providing them with an opportunity to acquire skills through work experience projects. Clients include those persons with physical, emotional or mental disabilities, or, clients who are over the age of 45 years. In 1990, 54 percent of the clients assisted were persons with physically or emotional/mental disabilities.

The special placement program staff helps create greater awareness of the program by participating in training programs for departmental personnel administrators to increase their understanding of the needs and abilities of persons with disabilities and those who are disadvantaged to identify occupations suitable for these clients. Staff also work with outside agencies who deal with these individuals.

During 1990, the number of clients placed under the program rose from 72 to 122, for an increase of 69 percent.

In addition to clerical work experience projects, special placement has continued to progress in accessing other occupational areas including institutional aides, social work technicians, forestry aides, and, a laboratory scientist. This increase in occupational areas has resulted in greater diversity of placement opportunities again this year.

Additionally, program staff successfully referred clients to summer temporary employment program (S.T.E.P.) projects. Of those clients who completed work experience projects in 1990, 21 percent were successful in obtaining subsequent employment with either the Alberta government or with other employers; 57 percent were employable and seeking employment; 12 percent were not interested in obtaining further employment; and five percent were considered not capable of competitive employment. In addition to one-month assessment work experience projects, placements were made in wage, project, and, temporary positions with Alberta government departments, as illustrated in the chart entitled Special Placement Program Statistics 1990 on page 35 of this report.

Work Experience and Work Study Program

The work experience program is designed to provide work experience for credit in an occupational area of the student's choice. Students in the work study program are enrolled in a specific course and, as part of that course's requirement, must complete a field placement. For the 1989-90 school year, departments identified 198 potential worksites for placement for work experience and work study students. A total of 61 student referrals were received, resulting in 45 placements.

Southern Alberta Regional Office

The Southern Alberta Regional Office, located in Calgary, provides a variety of personnel services to line management, department personnel offices, employees, and, the public in the Southern Alberta Region - the area south of Red Deer. All divisions of the Personnel Administration Office are represented, as well as the Minister's and Public Service Commissioner's Offices, as required. This office also is responsible for conducting special projects in classification and staffing in support of the mandate of the Classification and Staffing Policy and Consulting Division.

During the past year, regional office staff have maintained community contacts through membership on advisory committees; participation in salary surveys; as well as responding to information requests from municipalities, boards and agencies, and the private sector. Special projects have included coordinating the South Informal Administrative Support Review Committee, participating on the Staffing Operating Policy Committee and the Staffing Monitoring Committee; and, consulting on the new Temporary Staff Services contracts for the province to ensure consistency with the revised Administrative Support class series. Implementation of the revised Administrative Support class series in 1990 required ongoing attention to resolve outstanding issues.

The office continued its coordination of advertising and review of exemption requests in the region as well as ongoing recruitment and placement of administrative support personnel. The chair of the Recruitment Standards Committee, a member of the regional office staff, was involved in several revisions to existing recruitment standards as well as the establishment of a number of new standards. The implementation of the APIX Staffing component involved training staff in department personnel offices in Red Deer, Calgary, Claresholm, and, Lethbridge.

Staff Development and Occupational Health Division

The Staff Development and Occupational Health Division completed a comprehensive middle management program (curriculum design and redesign) and commenced development of new initiatives directed at senior managers in the Alberta Public Service.

Based on advice from the Senior Managers' Program Planning Advisory Committee, two new initiatives were introduced: Issues Sessions on current and emerging topical areas (breakfast and luncheon format), plus a series of Skills Programs (based on a two-day format). These programs are aimed at enhancing the present abilities of the senior management cadre.

A second Insightful Manager Symposium entitled When Vision Meets Reality, was held with over 350 participants attending.

The Personnel Planning and Career Development Branch continued involvement in the Alberta Plan for Action for Women. This year saw the implementation of a Mentoring Program for Senior Management Women, the first program of its kind in Canada to be formally established in a public service organization. An Accelerated Management Training Program for aspiring managers was introduced. As well, a workforce survey on balancing work and family was conducted to determine the needs of employees in managing the two domains.

The Occupational Health and Safety Branch was involved in developing a comprehensive monitoring system that will provide both a government-wide picture on statistical trends and provide departments with an evaluative process to monitor the effectiveness of their Occupational Health and Safety program. This design is in keeping with the Partnerships in Occupational Health and Safety program promoted by Alberta Occupational Health and Safety.

Efforts to provide responsive services to client departments with an emphasis on policy and educational strategies continue to be this division's priority.

Training and Development Branch

The Training and Development Branch provides training programs for public service employees aimed at meeting current and emerging needs. The branch also provides consultation and service to departments to enhance internal training and development efforts. The Training and Development Branch was involved in the following initiatives in 1990:

Senior Executive Development Program

This program for executive managers completed its fourth year of operation. Enrolment in all five modules was near capacity and a class of 40 graduated from the program. A Capstone Seminar for graduates on the subject of leadership is planned for spring 1991.

Senior Manager Programs

The Senior Manager's Program Planning Advisory Committee confirmed the need for two streams of programming to meet the needs of the public service senior management group. These include issues sessions on current and emerging topical areas and skills programs to enhance existing abilities. Six issues sessions were identified for 1991 including:

- A Vision For The Future
- The Changing Political Environment
- The Changing Workforce
- Changing Public Expectations
- Environmental Issues; and,
- Ethics And Accountability In Government.

Seven skills programs were identified, four of which were developed and piloted in 1990 and three are scheduled for piloting in early 1991. These programs include:

- Leadership For Change
- Corporate And Strategic Planning
- Monitoring Effectiveness In The Public Service
- The High Performing Organization And Visionary Leadership
- The Art Of Negotiating
- Media Relations; and,
- Creating A Dynamic Workforce.

A number of additional topics were identified for future program development. These were: public participation; mediation skills; public policy; organization design; public service management; crisis management; and, quality service.

Manager I-II-III Programs

Design work on the core management programs identified last year by an advisory committee of department and Personnel Administration Office training representatives continued during 1990. Six new programs were developed: Developing Leadership Skills; Managing

Work Groups; Effective Delegation; Creating A Motivating Environment; Coaching And Developing Employees; and, Group Facilitation Skills. Piloting began in mid-1990 and will be completed in early 1991 after which they will be added to the regular calendar of courses.

Professional/Technical/Administrative Support Programs

Fifteen individual programs aimed at this target group were run during 1990. The programs focused on basic supervisory skills, communication skills and administrative skills. In addition, all 15 programs underwent extensive review resulting in the redesign of five of the programs.

A project to develop a 'skills profile' specific to Alberta Public Service first line supervisors was undertaken during the year. The purpose of the project was to identify/confirm the skill-sets required by first line supervisors so that any gaps in programming can be filled.

Special Events/Projects

Two deputy minister forums were held. The first featured Beyond The Bottom Line author Timothy Plumptre, and the second featured John Elkins of the Naisbitt Group.

A second Insightful Manager Symposium was held in collaboration with the University of Alberta. The theme of the symposium was When Vision Meets Reality. The symposium was attended by approximately 350 managers from the Alberta Public Service, the University of Alberta and local government jurisdictions.

With a view toward reducing future costs of delivering training to rural areas, a distance education pilot project was initiated. The project utilized current technologies to facilitate training simultaneously at several rural sites across the province. These technologies included a combination of audiographic tablets; two-way voice communication; one-way video transmission; microcomputer software; and, several scanning devices. The Managing Time program was the course used in the pilot.

A performance management project was initiated to put a performance management system in place for contracted instructors. The project consisted of developing a list of instructor competencies against which the performance of contracted instructors are to be measured.

Personnel Planning and Career Development Branch

The Personnel Planning and Career Development Branch continued to offer programs and initiatives to ensure that all government employees have the same opportunities for employment and career development. To fulfill the goals of this mandate, services were provided to Alberta Public Service employees in the following areas:

The Women's Program

This program assists women in achieving their career potential in the Alberta Public Service.

The following initiatives under the Alberta Plan for Action for Women were undertaken in 1990:

A. The Employment Equity Advisory Committee developed an employment equity Statement of Purpose which incorporated feedback from key stakeholders, including line and personnel representatives.

B. A Mentoring Program for Senior Management Women was implemented in September 1990, involving 19 participants who were matched with 19 executive managers.

C. A survey was sent to all public service employees to determine issues and preferred initiatives for balancing work and family. Over 18,000 of the 38,000 employees surveyed responded. Tabulation will be completed in early 1991.

D. The development of a guidebook explaining the administrative aspects of job sharing for employees, supervisors and personnel practitioners was undertaken by an interdepartmental committee.

E. An Accelerated Management Training Program was implemented in September 1990. The 21 women selected for this program will receive approximately 20 days of management training followed by a development assignment in their own departments.

F. A Career Enhancement Workshop for senior managers and one for managers has been developed to assist these employees in developing realistic career plans and in preparing to compete for senior positions.

The Women's Program Coordinators appointed in every government department continue to develop

departmental initiatives and activities to assist women in their career development.

The Women's Program maintains statistics on the status of women in the Alberta Public Service and developed a format in 1990 for providing information to deputy ministers on the status of women in their departments.

Research on employment equity issues including balancing work and family and managing diversity, continued during 1990 to ensure a current information base for the branch.

Career Planning Services

Career planning programs continue to be offered to employees across government. In 1990, two new programs were developed so that employees at all levels will have access to this assistance. Correspondence modules also continue to be offered on request.

Personnel practitioners in departments were afforded the opportunity to gain a Certificate in Career Development through the Centre for Career Development Innovation. Individual courses towards the certificate were sponsored by the Personnel Planning and Career Development Branch throughout 1990.

The Resource Centre developed by the Personnel Planning and Career Development Branch and administered by the Alberta Labour library to promote employee self help and development, continued to be expanded with new books and audiovisual resources.

Occupational Health and Safety Branch

The Occupational Health and Safety Branch provides program coordination and support services aimed at preventing injuries at government worksites and at protecting and promoting the health of employees.

Occupational Safety

During 1990 the Occupational Safety Section provided consultation and resource services to departments in the areas of safety education; accident reporting and investigation; safety program development; worksite evaluation; and, emergency evacuation. In addition the section served as the secretariat to the Government/ Alberta Union of Provincial Employees (A.U.P.E.) Occupational Health and Safety Committee.

A working committee of representatives from a number of departments was established to develop a program to deal with repetitive strain injuries. The committee developed a Policies and Procedures Directive, a guide which gives an overview of office ergonomics, and a training program for managers, supervisors and accommodation facilities personnel. A health education program for VDT users which was already available was included as part of the overall package. It is anticipated the program will be implemented government-wide early in 1991 after final review by departments.

Priority was given to updating the Supervisor's Accident Investigation Report (PAO 750). A working committee of representatives from several departments was established to review the report form and recommend appropriate changes. The committee is considering a change in the format of the report to enhance data entry. This also will affect the structure of the content increasing ease of report completion by the investigating supervisor. Final recommendations of the committee are expected early in 1991.

A third area of priority was the development of an evaluation instrument for use by departments to assess effectiveness of their occupational health and safety program. A working committee, comprised of departmental representatives, developed a model evaluation instrument. The committee is reviewing the criteria necessary to ensure the document also meets the requirements of the Partnerships in Occupational Health and Safety program being promoted by Alberta Occupational Health and Safety. Completion of the document is scheduled for early 1991.

Safety education of managers, supervisors and workers continues to be vital in the maintenance of an effective occupational safety program. The aim of safety training is to ensure employees know how to perform their work safely and that supervisors and employees alike know how to meet safety requirements in the workplace. Distance delivery training programs continue to be a vital means of meeting these training needs, especially for those employees who are not located near a major centre.

A key strength of the safety program is the willingness of management and the A.U.P.E. to cooperatively work toward improving safety in the workplace. The Government/A.U.P.E. Occupational Health and Safety

Committee advised on a number of program issues including worker wellness, office environmental factors, accident/injury experience rates, Worksite Hazardous Materials Information System (WHMIS) and accident prevention awareness during Canadian Occupational Health and Safety Week. Departmental and Joint Worksite Health and Safety Committees continued to function and advise on program issues relevant to departmental and worksite concerns.

Occupational Hygiene

The Occupational Hygiene Section continued to provide specialist technical advice and support to assist departments in minimizing potential health hazards at the worksite and to protect employee health and safety through evaluation and control of workplace environmental hazards. During the year the section monitored and audited environmental conditions in a wide range of government operations including horticultural stations, laboratories, printing shops, offices, provincial parks, and, institutions.

Implementation of the final stages of the Workplace Hazardous Materials Information System (W.H.M.I.S.) commenced during the year including initial work on the EDP requirements for both W.H.M.I.S. and occupational hygiene survey data bases. Over the next few years the computer programs will be developed and implemented on a government-wide scale. Two distance education courses for W.H.M.I.S. were developed and offered on a regular basis to departments.

In 1990, courses in basic environmental monitoring, ventilation and noise were developed and delivered. In addition, general information seminars were offered to requesting departmental worksites on subjects such as Indoor Air Quality; W.H.M.I.S.; Respiratory Protection; Handling of Hazardous Materials; and, Biohazards.

During the year work was completed on a revised Code of Practice for Spray Painting and work initiated on an additional Code for Asbestos Abatement for future use by departments involved in the identification, removal and/or substitution of asbestos compounds. Two brochures dealing with the Health Effects of Wood Dust and Wood Preservatives were developed and distributed to departments.

The Occupational Hygiene Section participated with other sections of the branch and with department representatives to develop an evaluation instrument for departments: to evaluate the effectiveness of all elements of their occupational health and safety programs; in the development of the guidelines and Personnel Policies and Procedures Directive related to office ergonomics; and, in the completion and implementation of the directive and guidelines for biohazardous work environments initiated last year.

Specialized literature searches were conducted on hygiene topics such as formaldehyde; wood dust; wood preservatives; non-ionizing radiation; pesticide shampoos; electrochemical sensors; dibenzofurans/ dioxins; and, ergonomic related areas.

Occupational Health

The Occupational Health Service provides advice, consultation and services such as health surveillance, health evaluations of worksites and health education to assist departments in eliminating or controlling health hazards in the workplace. Program components are implemented by the five regional offices of the Occupational Health Service in cooperation with departmental Occupational Health and Safety personnel and worksite managers.

Legislated health screening tests for employees exposed to noise, silica, lead and pesticides continue to be a high priority. The Hearing Conservation Program policy was revised to enable the Occupational Health Service to provide individual employee test results to employing departments. This enables departments to better evaluate noise controls at worksites and where necessary implement additional measures to prevent noise induced hearing loss among employees. A joint three-year strategy to reduce the incidence of hearing loss was implemented with the Department of Transportation and Utilities. Early observations show that the project has heightened the awareness of both supervisors and employees in regard to hearing conservation. Personnel Policies and Procedures Directives 12-05 - Pulmonary Fibrosis Program, and 12-06 - Health Surveillance for Employees Exposed to Harmful Chemicals or Chemical Compounds were revised to reflect recent regulatory changes, and to better define the roles and responsibilities of departments and the Occupational Health Service.

During 1990 the Occupational Health Service worked closely with several major departments to address office ergonomic concerns and prevent repetitive strain injuries

such as carpal tunnel syndrome. Activities included analysis of workstation design and work practices, and office ergonomics training for supervisors and employees. The Office Ergonomics At Work health education course was revised to a workshop format to enable participants to develop and demonstrate appropriate ergonomic practices which will promote efficiency and health. Occupational Health Nurses delivered 80 workshops on office ergonomics with 859 employees participating.

A biohazard control policy and guidelines were developed in cooperation with the Hygiene Section. The policy establishes standards to protect employees from the effects of biohazards and prevent transmission of occupational related infections among employees. Advice, consultation and health education was provided on Lyme Disease; Hepatitis B; Rabies; AIDS; and, other common infectious conditions.

Pre-placement and periodic health surveillance examinations were provided for high risk occupational groups in eight departments. These include pesticide users; stack samplers; fire fighters; heavy equipment operators; water and sewage treatment inspectors; and, scuba divers. The Medical Consultant delegated the responsibility for completion of the Fitness to Work Assessment for health surveillance examinations with investigative and test results within the normal range to the Regional Occupational Health Nurses.

The Personal Health Assessment Program was implemented in the Public Works, Supply and Services building, Edmonton and will be extended to three other major worksites within the department during 1991. This program assists individual employees identify personal health risk factors and supports them in controlling or eliminating those risks. Group data analysis from the program provides valuable information for departments when planning and implementing a personal and corporate wellness program.

Health education continues to be an important element in the Occupational Health and Safety Program. Employees are encouraged to develop and maintain good health practices which promote personal wellness so they can be productive throughout their working life and into retirement. Health education seminars and workshops on topics such as hearing conservation, back care, heart health, hypothermia, healthy life-styles, and, nutrition were provided at worksites across the province. Short information bulletins on health issues are produced bimonthly for use by departments through the coordination of the Health Education Committee.

Occupational health nursing staff served on several interdepartmental committees including Office Ergonomics; Occupational Health and Safety Program Evaluation; Back Care; and, Occupational Health and Safety Training.

Statistics for programs by region are found on pages 29, 30 and 31.

Occupational Medicine

The Medical Consultant conducts and coordinates the medical aspects of the five occupational health and safety programs as well as providing consultation services to departments in the area of occupational medicine. Key activities in 1990 included coordination of 198 medical examinations for selected occupational groups and 35 employee medical reviews at the request of departments.

Diagnostic And Referral Service

The Diagnostic and Referral Service is an employee assistance program for the Alberta Public Service. A major function of the program is to diagnose behavioral health problems of employees using standard psychiatric assessment procedures and psychological tests. Career assessment and vocational guidance are provided to employees whose skills do not match the requirements of the job. Individuals with behavioral health problems are referred to appropriate resources in the community. Crisis intervention and emergency counselling are available to employees requiring immediate therapeutic attention. Consultation and advice are given to management to help in the rehabilitation of employees and the enhancement of employee well-being. Preventive education seminars are provided to groups of employees in the interest of good behavioral health.

In terms of diagnostic assessment and therapeutic support during 1990, there were 534 referrals, showing a 2.5 percent increase over 1989. Of these, 278 (52 percent) of the cases come from Edmonton, 178 (33 percent) from Calgary, and 78 (15 percent) from other regions in the province. There were 332 female referrals (62 percent) and 202 male referrals (38 percent) as compared to last year's proportions of 63 percent and 37 percent respectively. It was noted that in 66 percent of the cases the referrals were initiated voluntarily by employees without the involvement of management whereas 34 percent of the

referrals were made jointly by employees and their supervisor or personnel administrator. Direct service was maintained in the Red Deer, Grande Prairie, Peace River, and, Lethbridge areas.

In the area of behavioral health education, the Diagnostic and Referral Service presented 16 seminars offered through the Personnel Administration Office Training and Development course calendar. The topics included Combating Stress in the Workplace; Interpersonal Effectiveness; Assertiveness and Emotional Stability; and, Managing the Troubled Employee. Another 15 seminars were provided in response to the specific behavioral health needs of employee groups. The combined total of 31 seminars conducted in 1990 reflects an increase of 83 percent over the 1989 combined total of 17 seminars. The employees served through these behavioral health seminars are in addition to those reported as seen for diagnosis and referral.

Systems and Planning Support Division

Systems

A six-year strategic plan for the redevelopment of cross-government human resource information systems, the development of decentralized systems and the implementation of an office automation strategy for the Personnel Administration Office was prepared in 1990 and approved. The branch was reorganized to accomplish this direction and formed a Client Support Services Section to support both the Personnel Administration Office and department users of personnel information systems. The section was active in providing both formal and informal training to clients as well as information through the organization of a user interest group and a regular cross-government newsletter.

Implementation of the staffing and wage components of the Alberta Personnel Information System Cross Government were successfully completed. Enhancements also continued to the Absent Time Reporting System and the Personnel Information Access System providing more effective and efficient information facilities for personnel and line management clients.

The Personnel Administration Office adopted an office automation standard for the purchase and support of hardware and software acquisitions.

Human Resource Planning

During 1990, this program area provided consulting services to departments as well as the Personnel Administration Office on the various components of human resource planning. Departmental employee profiles continued to be provided as needed. In conjunction with the human resource information systems function, 1990 saw the production of a quarterly newsletter on human resource planning trends, programs and available literature as well as information on human resource information systems.

Personnel/Payroll

Throughout the year, this branch offered services in all areas of personnel to Personnel Administration Office employees. This included the implementation of the revised Administrative Support Class series through the review of all administrative support positions in the Personnel Administration Office and their allocation to appropriate new class levels.

Initiated this year was a review of our performance appraisal system and the formation of an Employee Recognition Program Committee whose primary objective is to develop a recognition program for employees of the Personnel Administration Office.

Personnel Management Improvement Services Division

The mandate of the Personnel Management Improvement Services Division is to review human resource management programs and practices in place within the Alberta Public Service in general, and as applied by individual departments. Based on this review, the division identifies areas where improvements may be possible and outlines recommendations for change.

Since the division has been established, reviews have been conducted in 20 departments. Eight of these reviews, which included interviews with a representative sample of 215 departmental managers, were completed in 1990. These managers, representing all classification levels, all program areas within departments and a mix of head office and regional staff, were interviewed using a standarized evaluation questionnaire. As a result of these interviews, a number of priority and secondary concerns were identified and recommendations, presented in individual departmental reports, were developed to improve human resource management policies, programs and practices.

In addition to providing this review service, the division maintains a statistical data base to provide all departments with quantitative data on key program indicators and current and emerging government-wide trends for use in departmental and human resource planning activities.

In 1991, reviews will be completed on the remaining government departments and an evaluation of this division's effectiveness in achieving its mandate will be initiated.

Occupational Health and Safety Program 1990

Programs	Number of Courses	Number of Participants	Days of Duration	Training Days
Advanced Indoor Air Quality	1	9	.5	5
Assertiveness and Emotional Stability	3	66	1	66
Biohazards	1	8	1	8
Combating Stress in the Workplace	9	183	1	183
Defensive Driving	1	18	1	18
Emergency Modular First Aid	2	26	1	26
Environmental Monitoring - Level I	1	11	1	11
Excellence In Service	1	367	1	367
Human Relations Effectiveness	1	26	1	26
Implementing Safety Practices - Self-Directed	1	4	5	20
Joint Work Site Health and Safety Committee	1	22	1	22
Managing the Troubled Employee	1	16	.5	8
Noise	1	7	1	7
Respiratory Protection	1	13	1	13
Standard Modular First Aid	6	96	2	192
Workplace Hazardous Materials Information System	1	6	1	6
TOTALS:	**32**	**878**	**20**	**978**

Occupational Health Service Statistics 1990

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
Health Surveillance						
Audiometry (Noise)	335	906	223	337	321	2122
Pulmonary Function (Dust)	43	167	9	47	50	316
Lead Exposure	13	14	1	27	21	76
Pesticide Exposure	0	33	0	0	12	45
TOTAL	**391**	**1120**	**233**	**411**	**404**	**2559**
Health Surveillance Examinations						
Pre-placement	0	57	1	15	3	76
Periodic	7	73	2	12	28	122
TOTAL	**7**	**130**	**3**	**27**	**31**	**198**
Health Promotion						
Blood Pressure Screening	359	1933	291	286	324	3193
Personal Health Assessment	0	70	9	16	0	95
Hepatitis B Immunization	0	0	0	13	0	13
TOTAL	**359**	**2003**	**300**	**315**	**324**	**3301**
Health Evaluations of Worksites						
Health Investigations	9	9	9	9	10	46
Environmental Monitoring	11	10	2	10	10	43
Joint Walk-Through Surveys	8	12	2	21	8	51
Joint Audits	0	1	0	0	0	1
TOTAL	**28**	**32**	**13**	**40**	**28**	**141**

Occupational Health Service Statistics (con't.) 1990

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
Health Education (participants)						
Back Care	--	125	173	157	13	468
Cancer Prevention	308	18	--	--	58	384
Dysmenorrhea	--	--	--	20	--	20
Epilepsy	37	--	--	--	--	37
Healthy Life-Styles	--	80	--	50	15	145
Hearing Conservation	105	231	143	122	12	613
Heart Health	40	144	26	34	--	244
Heat Stress	--	--	27	27	39	93
Heimlich Maneuver	--	9	--	--	--	9
Hypothermia	--	21	--	34	--	55
Insect Bites	--	--	26	27	39	92
Lead	20	--	119	7	--	146
Menopause	--	9	--	20	--	29
Nutrition	75	50	123	--	5	253
Occupational Health & Safety Open House	--	20	--	--	--	20
Office Ergonomics at Work	--	530	15	244	--	789
Orientation to Occupational Health and Safety	--	--	--	--	52	52
Osteoporosis	--	--	--	20	--	20
Pesticides	--	--	--	20	--	20
PMS	--	--	--	20	--	20
Rabies	--	--	--	27	39	66
Smoking & Health Effects	--	--	126	21	--	147
Snake Bites	--	--	--	--	39	39
The Facts About AIDS	--	63	--	11	9	83
Weight Control	--	--	--	34	--	34
TOTAL	**585**	**1300**	**778**	**895**	**320**	**3878**

Occupational Health Service Statistics (con't.) 1990

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	TOTAL
Health Counselling & Referrals						
Occupational	70	17	58	34	0	179
Non-Occupational	105	130	209	101	204	749
Male	96	83	135	60	128	502
Female	79	64	132	75	76	426
Referrals to:						
Diagnostic & Referral Unit	0	2	4	2	0	8
Physicians	33	17	6	13	1	70
Other	5	6	1	4	0	16
TOTAL	**388**	**319**	**545**	**289**	**409**	**1950**
First Aid Support Service						
First Aiders Orientated	--	18	1	--	--	19
First Aider Workshops	--	2	--	--	--	2
Number Participants	--	18	--	--	--	18
TOTAL	**--**	**38**	**1**	**--**	**--**	**39**

Staff Development Leave * 1990

Department	Course Subsidizations	Education Leave
Advanced Education	172	5
Agricultural Development Corporation	16	0
Agriculture	1,433	15
Alberta Oil Sands Equity	0	0
Alberta Public Safety Services	49	1
Attorney General	168	3
Auditor General	60	0
Career Development and Employment	287	1
Consumer and Corporate Affairs	316	0
Culture and Multiculturalism	568	1
Economic Development and Trade	224	0
Education	66	0
Energy	207	2
Environment	958	4
Environment Council of Alberta	6	0
Executive Council	1	0
Family and Social Services	1,495	1
Federal and Intergovernmental Affairs	8	1
Forestry, Lands and Wildlife	339	1
Health	721	4
Labour	3	1
Legislative Assembly	8	0
Municipal Affairs **	106	1
Occupational Health and Safety	217	0
Office of the Chief Electoral Officer	2	0
Office of the Ombudsman	4	0
Personnel Administration Office	110	0
Public Affairs Bureau	105	0
Public Utilities Board	60	0
Public Works, Supply and Services	271	0
Recreation and Parks	372	0
Solicitor General	212	1
Technology, Research and Telecommunications	41	0
Tourism	79	0
Transportation and Utilities	1,382	3
Treasury	259	0
TOTAL	**10,325**	**45**

* An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the government, as set out in the Staff Development Leave Regulations.

** Includes Metis Settlements Transition Commission

Staff Development Programs 1990

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Be Assertive - Increase Your Influence	6	114	3	342
Beyond The Bottom Line	1	108	.5	54
Career Planning For Professionals	1	24	3	72
Coaching And Developing Employees	1	16	2	32
Communicating More Effectively	3	60	2	120
Consulting Skills I	8	188	5	940
Consulting Skills II	2	42	5	210
Corporate And Strategic Planning	2	44	3	132
Creating A Motivational Climate	1	19	2	38
Dealing With The Public	4	84	2	168
Effective Delegation	1	24	1	24
Effective Presentations	1	8	1	8
Effective Public Speaking	7	104	2	208
Effective Writing For Managers And Staff Specialists	6	78	1	78
Effective Writing Workshop (2 days)	3	42	2	84
Effective Writing Workshop (3 days)	9	174	3	522
Essentials Of Situational Leadership	5	123	3	369
Financial Management	4	88	2	176
High Performing Organization And Visionary Leadership	1	27	1	27
Human Resource Management	1	25	5	125
Human Rights Workshop	4	51	1	51
Improving Service Quality	1	56	1	56
Insightful Manager Symposium	1	332	2	664
Interpersonal & Organizational Skills For Clerical & Secretarial Staff	10	203	3	609
Interpersonal Communication	3	53	3	159
Introductory Career Planning	3	49	3	147
Leadership For Change	2	45	2	90
Logical And Creative Problem Solving	5	118	2	236
Management Preparation	8	164	4	656
Management Staff Relations	1	41	1	41
Managing Conflict	9	172	2	344
Managing In The Public Service	4	79	4.5	355.5

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Managing The Decision Process	3	59	3	177
Managing The Planning Process	4	100	3	300
Managing Time (1 day)	4	91	1	91
Managing Time (2 days)	6	120	2	240
Managing Work Groups	1	20	2	40
Meeting Skills (2 days)	2	81	2	162
Meeting Skills (3 days)	2	38	3	114
Monitoring Effectiveness In The Public Sector (1 day)	1	10	1	10
Monitoring Effectiveness In The Public Sector (3 days)	1	28	3	84
On The Job Training Methods	4	65	2	130
Performance Management For Supervisors	1	12	2	24
Positive Communication - Increasing Your Influence	11	224	3	672
Power And Productivity	5	91	3	273
Preparing For The Job Interview	1	22	2	44
Pre-Retirement Planning	11	217	2	434
Report Writing Workshop	3	50	2	100
Self Study Programs				
- Dealing With The Public	--	6	2	12
- English Usage And Grammar	--	8	2	16
- Interpersonal Communication	--	4	2	8
- Letter And Memo Writing	--	27	2	54
- Report Writing	--	11	2	22
Senior Executive Development Program	5	140	5	700
Transitions: The Key To Dealing Successfully With Change	2	48	2	96
Women Entering A Management Role	2	34	4	136
Women Entering A Supervisory Role	7	149	4	596
Women Entering A Supervisory Role - Follow-up	3	54	2	108
TOTALS	**197**	**4,464**	**140**	**11,780.5**

Special Placement Program Statistics 1990

New Clients Accepted to the Program:	**155**
Clients Accepted from Previous Year:	**40**

Categories of Disadvantaged:	
Physically Disabled	46%
Emotionally/Mentally Disabled	8%
Over Age 45 Years and Lack Recent Work Experience	46%

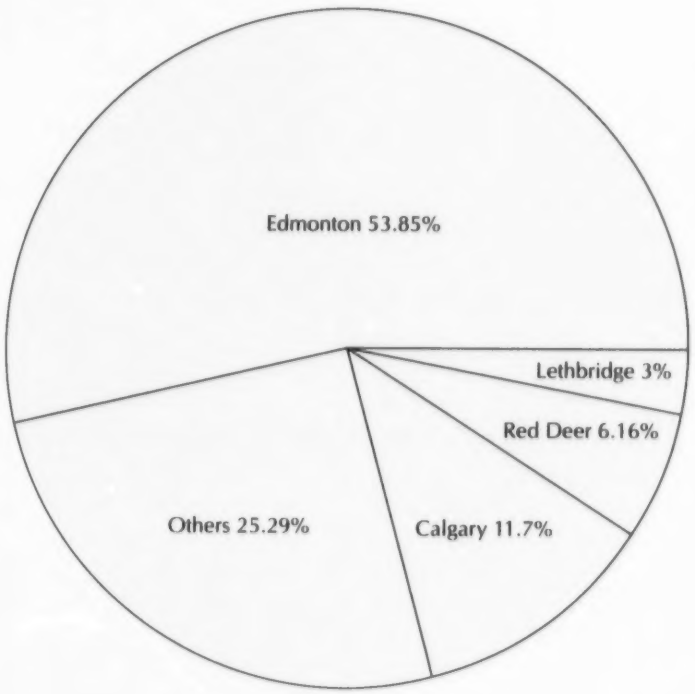
Placements:*	Type of Positions:
	Work Experience 99
	Wages 7
	STEP** 2
	Temporary 1
	Permanent 0
	Assessment 23

Interviews:	**Initial**	**Follow-up**
	180	91

* These figures do not include disabled persons hired who did not require the assistance of this program.

** Summer Temporary Employment Program

Distribution of Salaried Staff by Geographic Location December 31, 1990



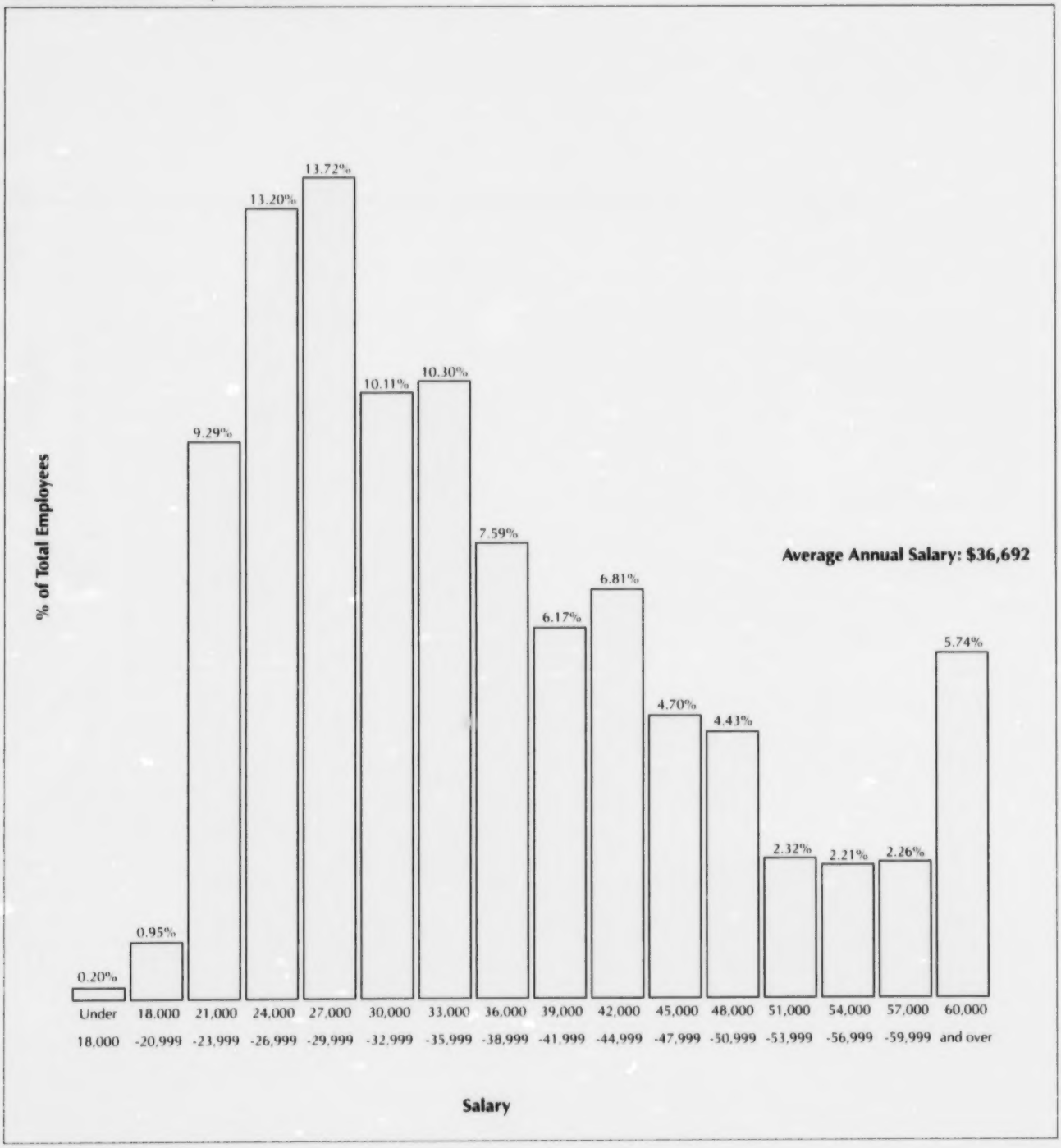
Percentage of Recruitment and Selection Competitions

Department	Number	Percentage
Advanced Education	89	4.63%
Agricultural Development Corporation	10	0.52%
Agriculture	64	3.33%
Alberta Oil Sands Equity	3	0.16%
Alberta Public Safety Services	5	0.26%
Attorney General	163	8.49%
Auditor General	6	0.31%
Career Development and Employment	56	2.92%
Consumer and Corporate Affairs	26	1.35%
Culture and Multiculturalism	25	1.30%
Economic Development and Trade	14	0.73%
Education	58	3.02%
Energy	80	4.16%
Environment	58	3.02%
Environment Council of Alberta	1	0.05%
Executive Council	1	0.05%
Family and Social Services	295	15.36%
Federal and Intergovernmental Affairs	6	0.31%
Forestry, Lands and Wildlife	111	5.78%
Health	151	7.86%
Labour	21	1.09%
Legislative Assembly	3	0.16%
Municipal Affairs *	66	3.44%
Occupational Health and Safety	12	0.62%
Office of the Chief Electoral Officer	0	0.00%
Office of the Ombudsman	0	0.00%
Personnel Administration Office	15	0.78%
Public Affairs Bureau	14	0.73%
Public Utilities Board	2	0.10%
Public Works, Supply and Services	79	4.11%
Recreation and Parks	32	1.67%
Solicitor General	99	5.15%
Technology, Research and Telecommunications	8	0.42%
Tourism	30	1.56%
Transportation and Utilities	174	9.06%
Treasury	144	7.50%
TOTAL	**1,921**	**100.0%**

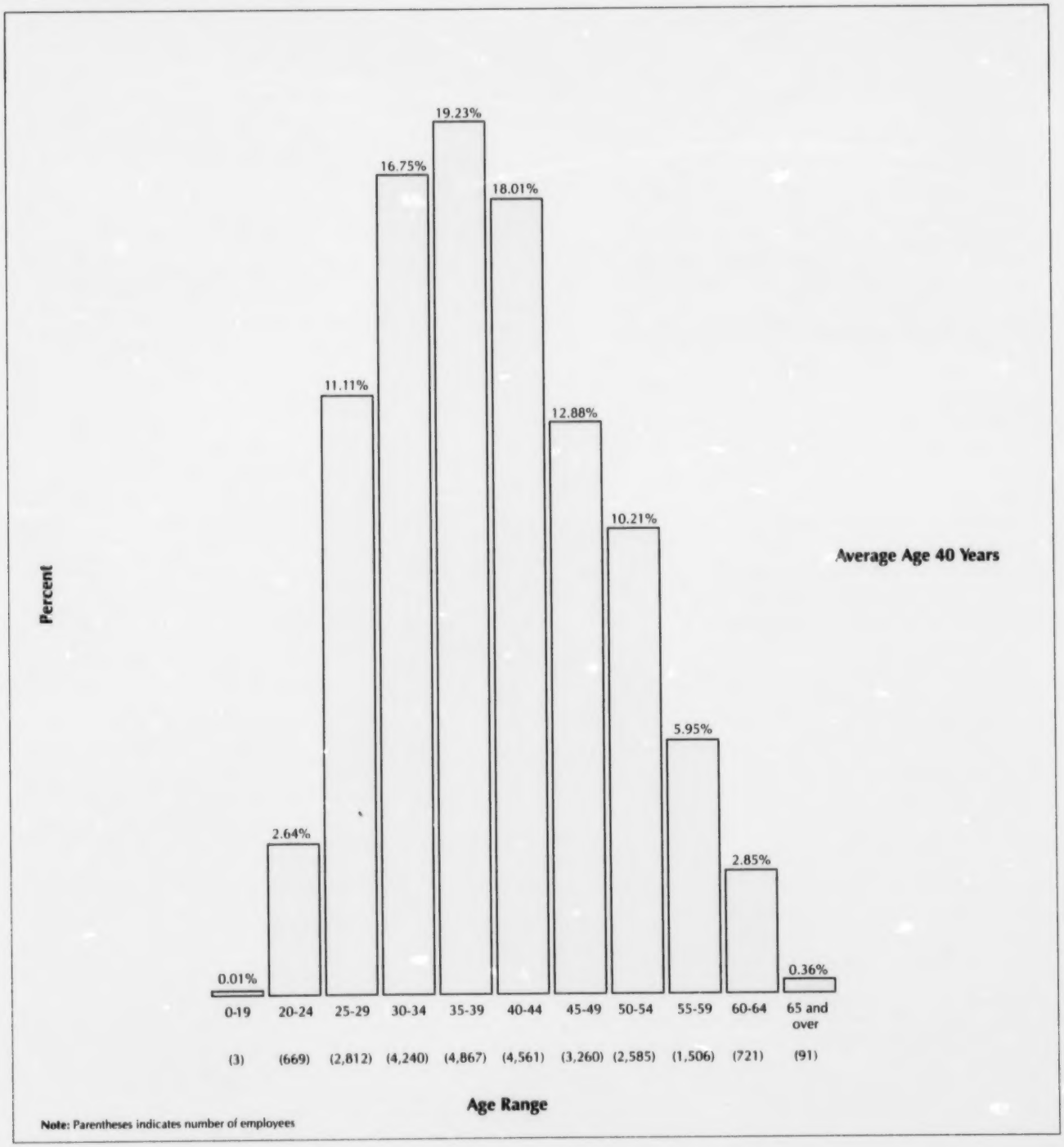
* Includes Metis Settlements Transition Commission

CONDUCTED BY DEPARTMENTS IN 1990

Annual Salary Distribution of Permanent Full Time Employees December 31, 1990



Age Distribution of Full Time Permanent Employees December 31, 1990



Note: Parentheses indicates number of employees

Distribution of Permanent Full Time Employees *

December 31, 1990

Department	Number	Percentage
Advanced Education	586	2.31%
Agricultural Development Corporation	159	0.63%
Agriculture	1,219	4.82%
Alberta Oil Sands Equity	11	0.04%
Alberta Public Safety Services	81	0.32%
Attorney General	2,007	7.93%
Auditor General	99	0.39%
Career Development and Employment	422	1.67%
Consumer and Corporate Affairs	282	1.11%
Culture and Multiculturalism	368	1.45%
Economic Development and Trade	225	0.89%
Education	630	2.49%
Energy	627	2.48%
Environment	947	3.74%
Environment Council of Alberta	18	0.07%
Executive Council	28	0.11%
Family and Social Services	3,992	15.77%
Federal and Intergovernmental Affairs	55	0.22%
Forestry, Lands and Wildlife	1,582	6.25%
Health	1,747	6.90%
Labour	485	1.92%
Legislative Assembly	38	0.15%
Municipal Affairs**	664	2.62%
Occupational Health & Safety	164	0.65%
Office of the Chief Electoral Officer	7	0.03%
Office of the Ombudsman	12	0.05%
Personnel Administration Office	129	0.51%
Public Affairs Bureau	204	0.81%
Public Utilities Board	37	0.14%
Public Works, Supply and Services	2,027	8.01%
Recreation and Parks	487	1.92%
Solicitor General	2,428	9.59%
Technology, Research and Telecommunications	46	0.18%
Tourism	168	0.66%
Transportation and Utilities	2,583	10.20%
Treasury	751	2.97%
TOTAL	**25,315**	**100%**

* Treasury Branches not included.

** Includes Metis Settlements Transition Commission

Percentage of Management and Non-Management Classification Transactions Conducted By Departments in 1990

Department	Number	Percentage
Advanced Education	585	3.76%
Agricultural Development Corporation	70	0.45%
Agriculture	570	3.66%
Alberta Oil Sands Equity	7	0.05%
Alberta Public Safety Services	45	0.29%
Attorney General	1,570	10.09%
Auditor General	8	0.05%
Career Development and Employment	409	2.63%
Consumer and Corporate Affairs	255	1.64%
Culture and Multiculturalism	145	0.93%
Economic Development and Trade	160	1.03%
Education	493	3.17%
Energy	563	3.62%
Environment	380	2.44%
Environment Council of Alberta	1	0.01%
Executive Council	17	0.11%
Family and Social Services	3,315	21.3%
Federal and Intergovernmental Affairs	51	0.33%
Forestry, Lands and Wildlife	732	4.7%
Health	1,332	8.56%
Labour	270	1.74%
Legislative Assembly	0	0.0%
Municipal Affairs *	458	2.95%
Occupational Health and Safety	96	0.62%
Office of the Chief Electoral Officer	0	0.0%
Office of the Ombudsman	14	0.09%
Personnel Administration Office	123	0.79%
Public Affairs Bureau	145	0.93%
Public Utilities Board	10	0.06%
Public Works, Supply and Services	957	6.15%
Recreation and Parks	321	2.06%
Solicitor General	1,037	6.66%
Technology, Research and Telecommunications	36	0.23%
Tourism	129	0.83%
Transportation and Utilities	964	6.19%
Treasury	293	1.88%
TOTAL	**15,561**	**100%**

* Fifteen of these transactions are Metis Settlements Transition Commission

Percentage of Management and Non-Management Classification Activity

	Number	Percentage
Non-Management Delegated Classification Transactions	14,774	94.94%
Non-Management Non-Delegated Classification Transactions	17	0.11%
Management Non-Delegated Classification Transactions	190	1.22%
Management Delegated Classification Transactions	580	3.73%
TOTAL	**15,561**	**100%**